

Initiative Leland

DIALOGUE REGIONAL DE POLITIQUES

sur la décentralisation démocratique



Etudes de cas

Final Report

Municipal Development and Management Project –
Phase II

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In accordance with the conditions of MDM task order 179, RTI submits this final report of deliverables. The report includes three sections, each presenting the types of deliverables required by the task order. The body of this report contains the English versions of the case study materials; the French versions are included as an annex.

The first section contains the various instructions that were sent out Regional Dialogue participants to, first, solicit their ideas on topics for the case studies, and second, to solicit their specific development of case studies. Since the Regional Dialogue maintains an active network of representatives of central government ministries, local government elected and administrative staff, and NGOs involved in decentralization, its membership offers a great resource for the generation of good management practices. Further, building on the user orientation of the program, participant preferences in website content development are critical.

The second section contains the individual case studies that were received from various sources and which have been posted on the web site. All case studies were initially received in French and have been translated to English for this report. As readers will note, they are for the most part from West Africa, while one case study draws on a successful USAID-funded project in Tunisia.

The third section of the report presents that various pages of the Regional Decentralization Dialogue website that contain references to the case studies. To ensure prominence and easy access to the case studies, RTI altered the Dialogue primary home page to include a button specifically for the case studies. The subsequent pages allow the viewer to easily navigate among the case studies or to post a new case study by several different methods. The intention of this design is to empower participants to submit their own case studies as easily as possible.

Dear Colleagues,

With the objective of making the Regional Dialogue more useful to its users, I am proud to announce that RTI just benefited from funds that will allow us to enhance the content of the Dialogue's website by posting on it case studies concerning various aspects of local management. The goal of this activity will be to provide to those interested in the decentralization problems concrete cases with solutions to the challenges presented by local management.

The content of these case studies not being determined yet, the goal of this message is to solicit country teams' proposals for their priorities. 10 to 15 case studies are planned, taking from the experiences of the sub-region or similar countries. Before identifying specific cases, I would like to ask that we identify priority domains on which case studies will be focuses. To this end, we can plan the following domains for example:

- 1 - Decentralization policies: Specific elements of the policies set up.
- 2 - Legal framework: Specific aspects of legal texts or rules
- 3 - Institutional framework: Role and abilities of institutions and organisms at the central and local level (Central Government Advisory Department (Tutelle), Decentralization Mission, Deconcentrated Government Advisory Department (tutelle), Mayor, Municipal Council)
- 4 - Mobilization of populations: awareness and participation programs for certain targeted populations.
- 5 - Human resources: training programs including institutional set up, themes, targeted public
- 6 - Local management techniques:
 - Public services (wastes, transportation, cleaning, privatization, etc)
 - Budget and finances (resource mobilization, budget management)
 - Personnel management
 - Economic and social intervention
 - Orientation client/citizen

Please, respond by July 10th. Once priority subjects are chosen, we will proceed to identifying specific cases and will have local authors prepare them. In order to make presentation of the case studies more harmonious, I will provide a standard format to the authors.

Please, forward this message to the members of the regional network whose addresses are not on the list and to those who do not have direct Internet access yet.

I thank you in advance for your participation.

Hal Minis

Instructions:

These case studies aim at enhancing the knowledge of the different actors- elected officials, local administrator, communal service head, national decision maker, ministry executives- on innovative approaches showing the progress of decentralization. These approaches are diverse. Indeed, they can be included within the framework of local management as well as the framework of the establishment of national policies.

The question is not about whether decentralization should take place anymore. Rather, the question is to know how to really establish it, by creating a legal and institutional framework which favor local initiative. At the local level, it is about learning self-management in order to answer populations' expectations and to act efficiently. These case studies are supposed to show how institutions, individuals, countries, or communes have innovated in that direction.

While aiming at expanding the scope of thought, we propose the following list of fields domains in order to place each case study.

Fields:

- 1 - Decentralization policies: specific elements of the policies set up strategies
- 2 - Legal framework: Specific aspects of legal texts or rules
- 3 - Institutional framework: Role and competences of institutions and organisms at the central and local level (Tutelle, Decentralization Mission, deconcentrated tutelle, Mayor, Municipal Council)
- 4 - Mobilization of populations: awareness and participation programs for certain targeted populations.
- 5 - Human resources: training programs including institutional set up, themes, targeted public
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 - Public services (wastes, transportation, cleaning, privatization, etc)
 - Budget and finances (resource mobilization, budget management)
 - Personnel management
 - economic and social interference
 - Orientation client/citizen

Authors should use the following format to organize their document.

Thank you

H. Minis

Case Studies

Decentralization and local innovations

Field: (choose the pertinent field from those listed in the instructions)

Title:

Place: (City, Country)

- I. Summary: (3 to 4 sentences summarizing the objective of the approach and the results obtained)
- II. Context: (one or two paragraphs on the set up, the context, the problem presented briefly)
- III. Experience/Innovation: (in one or two pages, description of the approach, the objective, the actors, human, material and financial resources, new techniques or procedures, obstacles encountered)

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Regional Dialogue
Case Studies
Decentralization and Local Innovations

Field: Institutional framework
Title: Institutional reforms within the decentralization framework
Place: Cotonou (Benin)

I. Summary:

The decentralization process that started in 1993 is supported on one hand by institutional reforms to manage this process and on the other hand by the Territorial Administration Reform dictated by decentralization laws within the framework of the “communalization” of the country.

These reforms have the goals of coordinated management and good technical preparation for the decentralization process.

II. Context:

The territorial administration in Benin has been under strongly centralized state control since the country’s independence in 1960. This commanding administration has largely proven its limits.

The States General of the Territorial Administration were organized in January 1993 and led to the necessity of operating the Territorial Administration Reform. The management of this multisectoral reform falls on the Ministry of Interior, Security, Territorial Administration, which has initiated the following institutional reforms:

2.1. In April of 1997, the General Directorate of Territorial Administration was created within the Ministry of Interior, Security, and Territorial Administration. It was divided into:

- Directorate of State Administration
- Directorate of Local Government

2.2. In May of 1997, the Mission for Decentralization was created. It is an inter-ministerial administration responsible for managing the decentralization process.

2.3. In June of 1997, the House of Local Communities was created. It is an administrative public establishment responsible for assisting and advising communities on local administration.

III. Experience/Innovation:

The approach used focuses on:

3.1. the inter-ministerial character, which allows each ministerial department (education, health, finances, public function, city planning, water issues, justice, culture, etc.) to be better informed about the status of decentralization and to prepare for efficient management of the new relationships that will grow between the state and the communities at the local level.

3.2 partnerships with donors and with civil society, whose effective involvement is indispensable for the success of a democracy that is based on the citizens' needs and promotes sustained local development.

The goal is to reach synergy among the different actors in order to bring about successful decentralization.

The actors are: the state, the organizations of the civil society, religious and traditional chiefs, and local development partners.

The process is managed around yearly programming of tasks involved in the Reform of the Territorial Administration/Reform

The obstacles encountered have to do with the long latency period that characterizes the decentralization process.

IV. Results:

Results involve the following issues:

- the development of a legal framework for decentralization
- the development of decrees clarifying how decentralization laws are to be applied
- the creation and implementation of a national campaign to popularize decentralization laws
- the publishing of a promotional manual translated into eight representative national languages
- ongoing organization of information, education, communication (IEC) activities around decentralization issues, NGO's, foundations, associations, etc.
- the realization of a feasibility study on the Inter-Community Solidarity Fund (ICSF) and the Financing Institution for Local Communities (FILC)
- an inventory of movable and immovable property of the future communes
- the creation of an information center on local communities

- the realization of a simulation study on local development tax
- the realization of a study on private-enterprise start-up funds for communities
- the realization of a study on the problems associated with intercommunality in Benin
- a system of reference for four territorial positions: General Secretary to the Mayor, the head of financial services, the head of planning services, and the head of technical services
- a manual on preparing contracts for services
- the state of affairs of decentralized cooperation
- a manual on decentralized cooperation
- a manual on managing communal public works
- a manual on the creation of a communal development plan
- the realization of a study for a computerized database for the 77 communes
- the realization of a study of communities' assets and liabilities and the feasibility of transferring formerly territorial assets to the communities.
- the publishing of *Local Dynamics*, a quarterly information journal on local communities.

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Field: Legal Framework
Title: Decentralization in Benin
Place: Cotonou, Benin

I. Summary:

Decentralization is not yet effective in Benin but a process is in place to further define a legal framework, which is made up of the following five laws:

- 1 - Law #97-028 of January 15, 1999, which covers the organization of the Territorial Administration of the Republic of Benin.
- 2 - Law #97-029 of January 15, 1999, which covers the organization of communes within the Republic of Benin.
- 3 - Law #98-005 of January 15, 1999, which covers the organization of communes having a special status.
- 4 - Law #98-006, which covers electoral procedures for communes and municipalities in the Republic of Benin (it has not been promulgated yet due to the invalidation of 7 of its articles by the Constitutional Court).
- 5 - Law #98-007 of January 15, 1999, which covers the financial management of communes in the Republic of Benin.

N.B.: A sixth law covering the Territorial Public Function is planned for the future. This refers to any time an employee works for the government or any public office.

The effective application of these laws will allow Benin to go from a centralized state to a decentralized state with real sharing of power, capabilities, responsibilities, and resources between the state and the communes.

II. Context:

The historic National Live Forces Conference in February 1990 allowed Benin to institute a true quiet revolution. It has allowed the country to move from a monolithic state to a democratic state, based on a complete multiparty system, the creation of a rule of law, and economic liberalism. Decentralization constituted one of the great recommendations of this Conference. It is confirmed by the Constitution of 11 December 1999, Title X, relative to Territorial Communities which “are administered freely by elected councils” (article 151).

The creation of the Territorial Administration States General, organized January 7-10, 1993, started the decentralization process. This step also defined the following fundamental principles:

- 1 - A unique decentralization level: the communes responsible for the management of "local affairs"
- 2 - A unique level of deconcentration: the department, an administrative district headed by a prefect responsible for the establishment of the state general policy and regional development issues.
- 3 - A special status for large cities, thus granting them more responsibilities than ordinary communes. The cumulative criteria that need to be met are:
 - a) a population of at least 100,000 inhabitants
 - b) a continuous area of at least 10 km
 - c) own resources sufficient to ensure operating and investment spending
- 4 - Local finance reforms in order to increase financial resources of communes
- 5 - Supervision by the prefect. This supervision covers two aspects:
 - 5.1. Advising the communes
 - 5.2. Ensuring legality of procedures and actions

III. Experience/Innovation:

- The approach in Benin is based on a decentralization/de-concentration process that focuses on promoting:
 - Grassroots democracy
 - local development
- Thus, the following actors will work to enhance local synergy:
 - 1 - Local elected officials who are responsible for administering the commune; for creating a development plan, and for mobilizing human, material, and financial resources necessary to execute the plan.
 - 2 - Civil society - represented by NGOs, professional associations, women's associations, religious groups, religious chiefs, etc. - which will give some momentum to the grassroots development of communities and local economies.

- 3 - The state, which will bring its technical support (expertise) and its material and financial support to communes.
 - 4 - Partners in local development (bilateral and multilateral organizations, foreign municipalities, international urban organizations, etc.), which will bring their support to local development efforts.
- Future communes will inherit current personnel from sub-prefectures and urban districts that will disappear once decentralization takes place. This roster of personnel consists of 3571 employees. Strengthening of local management capacities is planned for the House of Local Communities (hiring and training of officers).
 - The material capital at the disposal of communes consist of the current assets of subprefectures and urban districts (offices, urban infrastructure, rural roads, markets, transport stations, furniture, buildings, etc.). The movable and immovable assets were subject to an inventory in 1997, updated in 1999.
 - Financial means are insufficient for all communes. They include fees and local taxes, para-fiscal revenues, state subsidies.

For example, in 1998 the revenues of sub-prefectures and urban districts reached CFA 4.85 billion, which is 2.82% of the general state budget and 0.42% of the gross domestic product (GDP).

The following innovations under Law #98-007 (January 15, 1999) cover the communes' financial management. They should allow for growing resources. They are:

- creation of a local development tax
- a repayment from the state to the communes of a contribution from:
 - value-added tax (VAT)
 - Tourist tax
 - Tax on motor vehicles (vignette)
- establishment of the Inter-communal Solidarity Fund (ICSF) in order to develop communes equitably.
- creation of a Financing Institution for Local Communities (FILC) in order to promote local through loans issued to communes at preferential rates.
- the possibility for communes to benefit from the financial support of NGOs and decentralized communities in other countries.

Management of communes will be modernized progressively because of, among other things:

- local planning (Communal Development Plan)
- Computerized applications:
 - an urban land register (ULR), which is a computerization of the census and revenues from certain fees and local taxes (taxes on developed and undeveloped land, patent fees, professional taxes) in large cities such as Cotonou, Porto-Novo and Parakou, as well as in certain secondary cities such as Djougou, Dassa, Savalou, and Save.
 - computerization of the management of human resources and payroll in the three large cities mentioned above.
- A new budgetary and accounting framework, based on a west African accounting system (SYSCOA) that will allow the communes to move from administrative accounting to asset accounting.
- New management procedure guides (human resources, finances, civil status, housing development, etc.).

Obstacles encountered include the following:

- Political decision makers do not seem to make decentralization a priority in their programs.
- The national administration, which is strongly centralized, is resistant to changes, jealous of its privileges, and not innovative.
- A decentralization information deficit has created concerns and apprehensions among some.
- There has been a lack of pragmatism in the management of the decentralization process. Long delays and foot-dragging on voting and promulgating laws end up eroding the energy of some decentralization partisans.

IV. Results:

- The legal framework essentially has been defined. Nevertheless, remaining to be established is an electoral calendar. It will be created after the promulgation of the electoral law.
- Today, citizens' expectations have been raised regarding decentralization. Its effective establishment will energize local dynamics that will constitute the seed for grassroots democracy and will promote sustainable local development in the third millennium.

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Field: Human Resources

Title: The House of Local Communities and continuous training of local actors

Place: Cotonou, Benin

I. Summary:

The House of Local Communities was created as an advisory resource for the Communes, and it has three objectives:

- Develop decision-making tools
- Maintain an advisory and assistance network for the communes.
- Train, inform, sensitize stakeholders on communal life.

In its two years of existence, the House of local Communities has created assistance tools for making decisions in the areas of local development, planning, training, and communication. It has also established a training program for entire national territory.

II. Context:

During the National Live Forces Conference in February 1990, Benin reformed its territorial administration by shifting power to the population, enabling grassroots development. This decision led to the Constitution of December 11th, 1990, which declares that territorial communities of the Republic of Benin freely administer themselves by means of legal elections.

Grassroots democracy and local development are fundamental stakes in decentralization and they demand technical knowledge and expertise that elected local authorities may not have. In these conditions, the state, by creating communes, has the duty to establish an institutional guiding apparatus in order to allow the Communes to exercise efficiently their new competencies that are granted to them.

The creation of the House of Local Communities in June 1997 addresses this need. It is not intended to intervene in communal activities or internal affairs. Its goal is to be a training resource for elected officials. It will provide guidelines for carrying out the new responsibilities.

III. Experience/Innovation:

The approach of the House of Local Communities is threefold:

- 1 - Develop tools to aid in decision making and in the development of training programs that benefit the communes;
- 2 - Form a partnership with communes in establishing technical action items (reference terms, a final dossier, and assistance in financing research);

3 - Serve as a project operator on the communes' account.

The main objective is strengthening management capacity and work supervision capabilities in communes.

Participants include:

- local elected officials
- communal personnel (3571 operating agents)
- civil residents who are represented by NGOs (more than 1500 are registered in the Ministry of Interior)
- partners in local development who support established programs
- study offices and resource persons within the House of Local Communities network who cover the entire national territory.

The House of Local Communities staff includes:

- the director
- a technical assistant
- a human resources administrator
- an accountant responsible for local finances
- an local development and planning administrator
- support personnel (accounting, secretarial, liaison, chauffeur)

The equipment of the House of Local Communities includes:

- 6 micro Pentium computers with Internet connections
- 3 cars
- copying and binding materials

The budgeted funds of the House of Local Communities amount to 197,295,760 FCA.

The main financing sources for the House's activities are:

- Aid and Cooperation Fund: 68.78% of the budget
- National Budget: 24.44%

- Own resources: 6.78%.

The training strategy being established should allow the House of Local Communities to:

- identify immediate training needs as soon as the communes are created. in relation to their area of expertise
- focus on the beneficiaries of that training while privileging the actors listed above
- identify trainers
- establish an operating organization for executing of yearly training programs within the House of Local Communities.

The main difficulty with the House of Local Communities relates to the fact that decentralization is not yet a reality in Benin.

IV. Results:

The action items related to program tools or training include:

A - The tools:

- 1 - referential study on four territorial functions (general mayoral secretary, head of financial services, head of technical services, and head of planning services)
- 2 - information on signing contracts for hiring services
- 3 - manual on supervising communal work
- 4 - guide on decentralization cooperation
- 5 - guide for establishing a communal development plan
- 6 - human resource management and personnel payroll software in Cotonou and Porto Novo
- 7 - management and training computer program
- 8 - Information on training strategies for the House of Local Communities.

B - Programs and training actions:

- 1 - Provide civil society and decentralization training for the sub prefecture of Bopa.

- 2 - Train heads of financial affairs offices in the department of Atacora on financial and accounting management of local communities.
- 3 - Create a training program benefiting local communities agents, civil society, and deconcentrated state structures within the framework of the Project for decentralized urban management (financed by the World Bank).
- 4 - create a training plan for the city of Parakou.
- 5 - Provide training on decentralization laws of field teams for the GTZ-funded project, GTZ which promotes stock farming in the Atacora department.
- 6 - Provide training on decentralization laws (of the members of the support cell) to the communes in the decentralized cooperation Picardie-Collines program.
- 7 - Provide training on PGTRN and decentralization of the officers of the management project for natural resources.

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Field: Human Resources

Title: Strengthening of Competencies of Local Elected Officers, members of the Community Council, of Benty Rural Development Community (RDC), and of Forecariah Prefecture to manage their roles and responsibilities.

I. Summary:

Through participatory training and the development of proximal service, the League of Cooperatives of the United States in Guinea (Clusa/Guinea) participates to the development and the evaluation of the competencies of the members of the Community Council of the Benty RDC. This makes it today one of the best RDCs of the Prefecture of Forecariah for enhancing of local resource mobilization, conducting community activities, and helping to shift decision-making processes and to the communities.

II. Context:

Benty is one of nine subprefectures that make up the Prefecture of Forecariah. It is located 85 kilometers from the main town in the Prefecture. It borders the subprefecture of Farmoriah on the North-East side, the Atlantic Ocean on the west side, and the Republic of Sierra Leone on the south side.

With the decentralization politics in Guinea, Benty was built into a Rural Development Community (RDC) in December 1992.

This RDC covers an area of 574 km² and has a density of 21 inhabitants per square kilometer. Its total population is 19,737 inhabitants spread among eight districts, themselves subdivided into 37 sectors of 2,600 households whose principal activities are agriculture, independent fishing and small commerce.

The economy of this community is seriously affected by the fact that, due to the unstable situation in Sierra Leone, which has resulted in the formation of two large refugee camps.

A self-evaluation of the Benty RDC which was facilitated by CLUSA/GUINEA and which gathered together the community council, representatives from citizens' organizations, members of de-concentrated state services, and subprefectoral authorities, pointed out a number of weaknesses.

- The community council has poor control over the legal texts that rule the RDC's organization and functions in the Republic of Guinea; consequently, the council has poor knowledge of its role and responsibilities as a grassroots elected body.
- There are weaknesses in RDC revenue sources mobilization (Minimum Local Development Tax [MLDT], market rights, housing fee, parking fee).
- There is a low rate of for community infrastructure.

- There is no dialogue or consultations between the RDC and the citizenry organizations.

During the diagnosis, participants defined a plan of action in order to remedy these weaknesses:

- Ensure training for the community council so that it masters its role and responsibilities.
- Review the way weekly markets are managed in order to make them more profitable.
- Ensure training for market managers.
- Involve members of the council from all districts in awareness campaigns and in collection of housing fees
- Establish a dialogue between the community council and the RDC citizenry organization, so that they co-participate to the development of their RDC.

III. Experiences:

In order to apply the training action plan the CLUSA trainer/assistant (T/A), whose base is within the Benty RDC, played the role of facilitator for the training process.

The T/A prepared a training manual, while considering his control over the texts ruling the functioning of the RDC. Active learning techniques (such as role playing, skits, analogies, brainstorming, small groups, question/answer, etc.) in order to allow the workshop attendees to participate actively and to generate ideas.

This training, which focused on community council members, was broadened to include representatives from the citizens' organizations and the state deconcentrated services, to encourage synergy among these stakeholders involved in the development.

Training took place in Soussou, the language of the main city of the Benty RDC. It resulted in the 16 community council members' better understanding of their role and responsibilities, and in the demystifying of this knowledge.

The goal of the training was to involve members of the community council with the skills to change attitudes and increase momentum in community development.

The following themes were defined during the workshop:

- the concept of RDC and community

- the conditions for the creation, modification, and suppression of an RDC
- the method of designating of the community council and term duration
- the function of the community council
- the attributes and responsibilities of the community council.

To perpetuate the training benefits and to answer the need for restitution to the population of the districts, participants took notes in Soussou, Latin, and Arabic.

The RDC was responsible for training, providing a locale, extending invitations the council members, through the community secretary. Moreover, the participants (local elected officials, members of the community council, representatives of citizenry organizations such as groups, cooperatives, associations) arranged their own transportation and paid their own cost for meals, pens, and notebooks during the different sessions. This fact demonstrates how interested and serious they were about the training.

In the development of decentralized communities, the understanding of the community council of its role and responsibilities is because decentralization introduces great power and autonomy to the community council in:

- identifying, carrying out, and following up on community actions
- mobilizing local resources
- establishing a communication link between the population and central power
- involving the citizens in decision-making activities
- protecting and maintaining community assets.

IV. Results:

Following the various training sessions, local elected officers, members of the community council, citizens' organizations, and representatives of deconcentrated state services undertook qualifying and quantifying changes in the development of their RDC. Note that, before CLUSA training, the RDC suffered a loss in recovering its local minimal development tax every year. But in 1998, tax collection went from 9,000,000 FG to 11,000,000 FG, or 100% of the projected amount. This increase was due mostly to the community council members' involvement in collecting the tax in their respective districts. This collection rate ranked first among all RDCs within the prefectoral administration council of Forecariah.

The RDC's accomplishments included:

- enhancement of the collection rate for housing taxes, from 0 to 200,000 FG as a result of the council's collecting the tax in their districts
- enhancement of fees for weekly market rights in Darxabe, from 35,000 FG to 50,000 FG a month, by the establishment of a management contract between the RDC and the private sector
- involvement of some districts close to the center in making bricks, mobilizing and transporting aggregates, and providing unskilled manpower.
- material and financial participation of the RDC's inhabitants in the building of six dwellings made out of hard brick and sheet steel, worth 12,000,000 FG. One of the dwelling will house the welcome center for the RDC.
- renovation by the RDC of the roof of the health center in the district of Kigbaly, in association with the Kigbaly group (liberté) and with the support of the population and the district community council members
- establishment of a dialogue and a consulting center between the RDC and the Associative Rural Enterprises (ERAs) in Benty, in order to discuss general issues of interest.
- building by the RDC of a classroom in the district of N'panu, with the participation of the district population in providing aggregates and unskilled labor.
- population awareness measures led by the RDC and citizens organizations. The citizens then repaired holes on the main rural roadway of the community and otherwise maintained the road.

Through training, awareness, dialogue and consultations, locally elected community officers, along with citizens' organizations and the de-concentrated state services are capable of identifying their problems, of analyzing them, and of bringing about the appropriate solutions.

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Field: Local management techniques
Title: Participation of the private sector in the management of solid wastes in Tunisia
Place: Sousse, Tunisia

I. Summary:

Confronted to the sustained degradation in the quality of services for the collection of solid wastes, Tunisian public authorities have encouraged communes to rely on the private sector in order to enhance this service. The delegation process was undertaken at the central and local level by adopting a pilot project approach which was, after its evaluation, duplicated on a wider scale. This produced positive results which have encouraged several local communities to adopt the same practice.

II. Context:

In Tunisia, special attention has been paid to the protection of the environment for several years. Among the environmental services, solid wastes management constitutes one of the main concerns for public authorities since the quality of this service has not met the required level. Tunisia is a country in which tourism plays a prime role within the national economy; and a deficient solid wastes management affects the quality of beaches and urban aesthetics.

Household wastes management is the responsibility of the communes. The latter allocate to it a large part of their revenues. The results they obtain are mitigated and often mediocre. Several reasons led to this counter-performance, mostly the insufficiency of financial resources generated by local taxes.

Confronted to this situation, the Government thought that the private sector could be a solution in enhancing the quality and the efficiency of this service. The Government has strongly encouraged its involvement and since 1992 has encouraged local communities to sub-contract collection activities to private operators. At the same time, a local fiscal reform was undertaken to increase municipal resources.

III. Experience/Innovation:

To meet government directives, several communes tried to sub-contract collection services to private operators. Unfortunately, the first experiences have failed for various reasons, among them: poor preparation of the general framework and delegation process, lack of precision in the definition of services, inadequacy of the charge tables used, lack of experience of municipal services with this new type of contract.

To initiate the private sector participation process in the management of solid waste on a new basis, the government launched a series of studies that allowed to prepare a propitious environment, to codify the approach to take and to better define the projects to be realized:

- A marketing analysis was conducted in order to evaluate market potentiality and identify possible forms of private sector participation susceptible to be of interest for the public and private sectors.;
- A national strategy for private sector participation in the management of solid wastes was created based on a consensus and proposing a framework, directing principles and an action plan which will guide the government in the process of involving the private sector.
- A study on cost recovery suggested a strategy and a system for cost recovery
- A study on norms was prepared
- model contracts were created
- studies were conducted in order to conceive each pilot project and ensure its feasibility.

At the technical level, these preparatory activities were followed by a ad hoc work group including national and local officials as well as facilitators and resource people. They were validated at the governmental level by:

- An operating committee which manages the pending tasks of the program and approves various reports and
- A coordinating committee which includes decision-makers and defines the orientations and policy to follow.

The application at the local level was done through a sub-contracting pilot project for collection in the commune of Sousse, a large industrial and tourist center located on the Mediterranean coast and which represents the fifth city in the country based on the number of its inhabitants. The commune could not ensure a good level of municipal services due to the fact that investment spending were outgrowing municipal resources. A first bid invitation was launched in December of 1994 for the collection within four zones and for sweeping. The amount of the bids was greater than the scheduled budget; that is why a second bid invitation was launched in March 1996, reducing the number of zones to three and eliminating sweeping. This bid invitation allowed to retain a local private operator who started services in January 1997. The project serves 15 900 inhabitants (going up to 33 000 in the summer season) and 34 hotels.

One year later, in light of satisfying results in the commune, the perimeter of activity of the private sector has been extended so as to cover the four zones who had originally

been foreseen. The commune currently plans on launching a new bid invitation to delegate to the private sector solid wastes management in a neighboring zone and plans on resorting to the private sector for the management of green areas. Besides, the enhancement of service quality made possible the set up of waste removal contracts with industrial, commercial and professional centers and greatly facilitated the recovery of the moneys owed by these centers.

The approach taken and the contracting documents for the Sousse project were adopted by several similar operations. The delegation of collection activities is currently getting to be a more common and grounded practice. At the end of 1998, about 45 communes had sub-contracts for collection with about twenty private companies and numerous other communes are at different stages in the contracting process.

IV. Results:

During 1997, an evaluation of the private sector participatory experiences in collection activities was conducted in four cities and it showed encouraging results.

Generally, the goals set for the involvement of the private sector were met. It involved more commonly: (i) the enhancement of service quality and the expansion of the area served, (ii) the increase in collection efficiency, (iii) the introduction of new techniques. Some communes wanted to show an example of performant operation to their personnel working in other sectors, others wanted to decrease solid wastes management costs.

At the strategic level, the results that were obtained have encouraged local communities to expand the scope of private sector participation to other services such as the management of green areas. Eleven communes already signed contracts within this field. Private sector participation has also been chosen for other activities such as the management of landfills and the development of selective collection. A public-private partnership is also being studied to promote recycling of plastic packing wastes.

The private sector participatory process led public authorities to develop the institutional framework and cost recovery for waste management. At the local level, the process went hand in hand with the strengthening of local management capabilities in several domains such as accounting, contract management and performance control.

At the technical level, the brand image and the conditions of service rendering (hygiene and cleanliness) have improved tremendously. The material and equipment used are well-adapted. The evaluation underlined the need to direct contracts towards results rather than towards means and to leave a greater latitude to the private sector for its choices of system and techniques in order to increase enhancing opportunities.

At the financial level, sub-contracting led most often to a notable increase in solid wastes management spending in the communes. Additionally, the duration of contracts, generally five years, allows to better plan budget spending ahead. Sub-contracting introduced an enhancement of financial and accounting procedures, more transparency in the books, and a better knowledge of costs. It also had a positive

impact on the recovery of local taxes. First, the increase in costs led certain communes to increase their efforts to recover taxes, and citizens and commercial and industrial centers have become more willing to pay their taxes due to the noticed betterment of service quality.

At the economic and social level, generally, the use of the private sector did not lead to lay-offs but to a reallocation of means which allowed to expand services and develop other environmental services.

Since they were satisfied with service quality, citizens have shown to favor generally the delegation of collection service to the private sector, and more cooperative with the private provider. However, this new partnership must be reinforced by an awareness campaign.

Finally, the solid wastes sector reveals to be a promising source for the production of lasting jobs because it encompasses numerous activities requiring high manpower. Currently, it favors the emergence of a new kind of firms and micro-firms, for example in the field of recyclable wastes collection. In conclusion, at the end of 1997, more than 80 units were created with a global investment nearing 50 millions dinars (1 Tunisian dinars is worth 85 cents) and created 2350 jobs.

Lessons learned:

- The launching of a participatory program for the private sector without an appropriate framework led to failure. The attempts made in the early 90s' did not lead to anything due to an insufficient global framework. This underlines how important the role of the central administration is in preparing the appropriate framework.
- One of the conditions for the success of service delegation to the private sector is the efficiency of the performance control function. Thus, it is necessary to reinforce the capacities of the public sector in this domain.
- The private sector participation does not necessarily come with a decrease in cost, to the contrary. Thus, local communities have had incentives to mobilize additional resources.

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Field: Tax Collection
Title: Implementation of a System for Tax Collection
Place: Senegal

The Senegalese government has decided to reevaluate its sources of revenue to allow local communities to invest in infrastructure and equipment. The rural tax, which is one of the main taxes benefiting rural communities, has had a very low collection rate, which has resulted in limited revenue. This tax, thousands of CFAF per person, was collected by village chiefs for the entire village rather than from each individual. Because village chiefs collected the tax for the whole village, it was difficult to follow up on collection or to levy sanctions for non-payment. Therefore, many taxpayers thought they could handily escape this tax.

In 1985, the Ministry for Decentralization in Senegal took two parallel and simultaneous actions to stimulate the implementation of a rural tax and to improve its collection:

- (i) It launched a campaign to sensitize taxpayers to the reason for the tax and its importance for investment and development of their region.
- (ii) It encouraged collection by instituting an assistance fund.

The sensitization campaign:

The Secretary of State for Decentralization traveled to the 10 regions of Senegal. During his visit, he talked to local groups (elected officials, NGO's, women's groups, religious and customary authorities, associations, oral and written media, etc.) to inform them of the need for collecting this tax and to sensitize the taxpayers to it.

Also, to get the taxpayers' trust, he informed the population that rural councils would use the funds collected for investments. Informing the public about the use for these funds is an integral part of taxpayer sensitization.

Collection incentives:

During this sensitization campaign, the Secretary of State also announced the establishment of an assistance fund, which would be distributed to communities that succeeded in collecting 100% of the rural tax. These communities would benefit from an assistance fund of 3 million CFAF.

These actions have had appreciable results. In 1985, when the operation was launched, 27 out of 317 rural communities reached 100% of rural tax collection. After the sensitization campaign and the implementation of incentives for collection, 63 reached 100% collection in 1986 and 127 in 1987. Since 1990, the number of communities reaching 100% collection has stabilized at about 80 to 93 communities. A large number of them collect over 70% of rural taxes.

The incentives through the assistance fund are still in effect, but some changes have been made in their distribution. Communities reaching over 70% of collections are compensated equally. Their allocation is calculated based on performance.

After the launch of this operation to reevaluate the rural tax, other financing tools and instruments for investments have appeared, such as AGETIPE and the “programme d’appui aux communes (PAC)” (community support program). To access resources offered by these programs, the community is required to contribute 10% of the project costs. For many rural communities, improved collection of their rural tax has enabled them to mobilize the needed resources to cover their part of financing projects. This will allow them access to increased resources for their investments.

Field: Resource Mobilization
Title: A Program for the Sensitization to Resource Mobilization
Place: Mali

In 1996, to improve community revenue collection, the Decentralization Mission developed a training and sensitization program for local elected officials about methods for mobilizing resources. This program included revenues derived primarily from equipment supporting market activities (markets, road stations, municipal slaughterhouses, public latrines, etc.). It has been shown that communities only generate negligible revenues from this equipment, much lower than their actual potential.

The program had two phases. The first phase consisted of diagnosing community skills and the potential of the community's market equipment. Using this diagnosis, problems were identified with community service operations involved in managing this equipment or in mobilizing financial resources. This diagnosis consisted of a precise assessment of potential revenue from trade equipment and the identification of taxpayers. The team in charge of the diagnosis systematically identified all those involved: managers and community agents, local elected officials, users, and beneficiaries of the equipment (sellers at markets, transporters, butchers, growers, etc.), state service agents (such as treasury officials, tax officials, the police, and livestock breeders), community leaders (village district chiefs, leading citizens, "griots," etc.), and finally the different associations and NGOs in the community.

In the second phase, the results of the diagnosis were presented in a 3-day workshop in which all those involved participated.

This program resulted in:

- (i) the demonstration of potential revenue from trade equipment, considering seasonal variations and other factors influencing this revenue
- (ii) the demonstration of assessment methods
- (iii) the proposal of collection methods with an assessment of organizational needs for each type of collection and its impact on the community
- (iv) the inquiry of all gaps and malfunctions in community services
- (v) the awareness of local elected officials as well as users of the need to collect these revenues.

This dialogue also allowed for the preparation of an action plan, which defined short-term and medium-term quantitative and qualitative aims, as well as the approach for collecting these revenues. Changes to community services were also discussed and adopted, in terms of the relation of these services to state decentralized services, in order to reach established goals. The responsibilities of each participant in relation to this action plan were defined by the follow-up group and were then implemented. The

follow-up group was made up of one representative from each group or institution that participated in the workshop.

It was expected that the results from these actions would be assessed 6 months after the workshop.

In 1998, 2 years after the launch of the program, 19 communities had benefited from it. In the near future, the Decentralization and Reform Mission, which began this program, plans to extend the program to as many communities as possible. It is studying ways to get new teams to participate and to increase their numbers to extend the program to most of the territory. In the medium term, the Mission also considers extending this type of program to other community revenue sources, especially to real estate taxes.

Field: Natural Resource Management
Title: Promotion of Long Term Natural Resource Management Through Cost Recovery: Establishment of a Pilot Project in the Village of Kourougué
Place: Mali

In 1994, a project to revert the degradation of natural resources was implemented to respond to an urgent problem in forested areas near the village of Kourougué (in the Diéma region). The project was part of a larger effort, the “Programme de gestion des ressources naturelles (PGRN)” (Natural Resource Management Program). Its goal was to implement a rational, uniform, and continuous system for the use of natural resources, as well to strengthen institutional skills in ministries and other pertinent programs.

The establishment of a pilot project for pasture areas consisted of managing and protecting forested areas to avoid their rapid deterioration due to the movement of livestock between mountain and lowland pastures during periods of draught. The pilot area was outfitted and then sub-divided into pasture zones. The sub-areas were used in turn to avoid over-exploitation and ecological imbalance in the entire area. The program also planned to build a wide-diameter well and a livestock immunization area.

The participation of the local population and assistance from state decentralized services were essential to ensure the sustainability of the project. The sensitization and education components were included as goals for the local population and state services to take over management of the well and pasture sub-area. Financial participation aimed at ensuring the financial feasibility of the project.

The benefiting population has contributed as much as 10% of total operation costs. This contribution was received mainly as labor time, or in the case of wells, in materials. Ninety percent of remaining costs have been financed by the Natural Resource Management Program (PGRN, World Bank-IDA). To ensure project sustainability, local beneficiaries have been required to pay a “right-of-use” fee for water and pasture, which is calculated in terms of the number of animals and the season. Revenue covers management fees and upkeep in outfitted areas.

The project encountered some difficulties during its first year of implementation. The first sub-area used suffered from over-exploitation. This was partly due to poor estimates of need and partly due to poor estimates of the time needed to prepare the next sub-area. During this first year, organizational problems were aggravated by a fire, which affected the entire remainder of the area. Since then, an exploitation control system has been instituted and fire extinguishers have been installed. The project is once again under control, and the rotation of sub-areas is being carried out as planned.

We expect to extend this positive experience to other areas in the region that suffer from over-exploitation, especially the region of the river Baoulé, in the south of the country, which is rich in feed and is the main area for the movement of livestock during the dry season.

Field: Addressing Processes

Title: The Addressing Process in the Town of Nouadhibou to Increase Local Revenue

Place: Mauritania

The addressing process in the village of Nouadhibou was begun by the council president (mayor) and conceived by its chief of technical services. It was motivated by the town's need for financial resources, as it faces increasing demand for urban services and equipment. The town of Nouadhibou is the economic center of a country undergoing strong urban demographic growth.

The need for precise knowledge about taxpayers and taxable items to increase local resources led Nouadhibou community leaders to learn techniques of the addressing process. The chief of technical services visited neighboring countries to learn their addressing techniques. After a month of working with counterparts in Bamako and Niamey, the chief of technical services conceived of an addressing process operation. Back in Nouadhibou, he prepared a program suitable to the dimensions and means of the community.

Implementation:

The operation was launched in 1998. It was carried out in its entirety by Nouadhibou community services over a period of 6 months.

The different phases of this addressing process are as follows:

- assessing the possibility of applying addresses totally or partially¹ to the village
- sub-dividing districts
- coding roads and access routes, consisting of defining a numbering system for these. A metric numbering system was used to allow for continuous updating.
- cartography and road indexing. The cartography used is based on aerial photographs and recent urban maps; if these were not available, development maps were used.
- putting road signs and signposts in place and numbering access routes
- surveying and establishing files. The survey is carried out based on a specific form to collect precise information on municipal tax potential (specifically in terms of real estate, housing, and community taxes). The data collected is coded according to the nomenclature of municipal budgets and is

¹ The total or partial possibility of placing addresses in neighborhoods is determined according to the neighborhood structure and density.

reported in a simplified computer file with multiple entries to allow the information to be cross-checked.

- communication and sensitization through different media.

In the so-called “addressable” areas, all roads and doors have been numbered, all occupations recorded, and all taxpayers identified. This database is expected to be updated monthly.

Cost and financing of the operation:

The operation was entirely financed by the community. The project cost was reduced and will come to approximately 6.5 million UM.²

Application of the addressing process in local taxes:

The community budget outlook for 1999 includes estimates based on the new database for the first time. As expected, these revenue estimates are considerably higher than revenue for 1998:

- Real estate taxes increased 300%, with estimated revenues of 122 million UM for 1999.
- Housing taxes increased 820% compared to 1998, for an amount of 41 million UM.
- Community taxes increased 114% compared to 1998, for a collection of 295.5 million UM.
- The total increase in tax revenues came to 153.5 million UM, while the cost of addressing was less than 7 million UM.

Even if these estimates do not represent exact revenues, they nevertheless represent the tax potential and consequently should be the objective of collection.

The community has established municipal tax administration offices throughout its territory. These offices are intended for the use of municipal tax authorities/collection agencies (state employees in charge of collecting local revenues). The community expects and believes it can collect 100% of budgeted revenues.

Other areas that addressing might benefit:

The benefits of addressing are not limited to tax collection. This urban management tool has a variety of areas for application. Examples follow:

² \$1=248 UM

- organization of urban services (ambulances, fire brigade, and taxis)
- waste management
- capital management of (schools, water reservoirs, etc.)
- road and other infrastructure management (water, power, telephone, public information)
- home mail distribution
- support for administrative surveys
- support for health services, etc.

Forecast:

As a result of this successful experience, the government of Mauritania intends to expand this addressing operation to other communities. To achieve this, it has set up a technical bureau in charge of introducing this program to the rest of the country.

Training has been completed, and the government is ready to launch the addressing operations in 11 villages located in Wilaya. Completion is expected by March 2000.

Field: Revenue Collection
Title: Collection of Parking Fees
Place: Mauritania

Parking and transportation fees had been administered entirely by communities, who were authorized to implement tolls on roads to collect fees from drivers. This resulted in a frequently dramatic situation. Drivers were stopped as often as 15 times on the same road network. Road barriers and obligatory parking areas caused numerous traffic accidents. Also, in spite of the abusive imposition of these fees, revenues were not entirely returned to community accounts.

The Ministry of Finance and the Ministry of the Interior were alerted about the situation by the Ministry for Equipment and Transportation. They jointly decided to centralize collection of these fees. Central government intervention was thus motivated by a concern to improve the safety of citizens as well as to administer taxes properly.

Thus, after the 1994 reform, parking and transportation fees were collected once a year, along with the collection of public transportation fees. Presently, the fees constitute a surcharge on public transportation fees in the amount of 10,000 to 40,000 UM per year, depending on the vehicle category.

The few collection difficulties encountered as these reforms were launched were quickly overcome when an agreement was signed, in 1996, with the Transportation Federation, which is currently in charge of collections.

Since 1996, the fee collection has been satisfactory. It is well accepted by taxpayers and generates considerable revenues (up to ¼ of the budget of the smallest communities).

The product of this tax is split up among the 208 communities of the country according to the following guide:

- 50% for category A communities, made up of the 20 largest communities
- 30% for category B communities, made up of 45 medium communities
- 20% for category C communities, made up of 143 small communities.

The distribution among communities of the same category is made according to the number of vehicles on the roads, with the exception of part of category C, where taxes are distributed through equalization. Communities in this category receive an equal amount of revenues from this tax.

In spite of administrative delays in the distribution of these funds (a delay of several months), the parking and transportation tax reform is considered to be a successful experience. It is expected that this kind of reform will also be applied to other community sources of revenue.

Field: Urban Social Management
Title: Establishment of a Savings and Loans Bank and Progress within the Context of Urban Social Management
Place: Senegal

With the support of Enda Graf and in response to an unfavorable economic and social context, the working class established a self-managed savings and loans system in 1987. This first working class, self-organized financial system was to allow women access to small loans to finance revenue-generating economic activities. From 1987 to 1998, the “Caisse d’épargne et de crédit (CEC)” (Savings and Loans Bank) for women in Grand Yoff has shown remarkable progress.

When the Bank was first established in 1987, the Grand Yoff district was the only district included. The founding group of the CEC had already benefited from experience with Enda Graf in different contexts: economic, social, health, improvement of living conditions, etc. The founding group carried out numerous participatory activities to improve communications among various women’s groups.

Meetings were held to define operational rules for the CEC. Implementation was slow and women had little motivation to save. After 6 months, 103 women managed to mobilize 1 million CFAF. To support this new initiative, Enda Graf placed complementary funds at the disposal of the CEC to start a revolving credit system established by the women themselves.

The experience has had a resounding effect in over 20 districts. The number of members increased from 103 in 1987 to 30,000 in 1998. The women organized into associations and groups in these districts, which came to constitute the network of Dakar women’s associations and groups. This network had the immediate aim of consolidating the membership in the CEC of women from Grand Off and of spreading the experience to the working class districts of Dakar. To do this, the women planned to mobilize small working-class savings booths in markets that have strong money circulation. Consequently, 70 booths to collect savings were eventually established in markets and districts.

In 1998, the balance of activities was as follows:

- The number of members (stockholders and users) amounted to 30,000.
- The volume of collected funds amounted to 231 million CFAF.
- The volume of overall funds available amounted to 537 millions CFAF.
- The amount of credit conceded amounted to 417 million CFAF.
- The rate of on-time payments amounted to 97%.

In terms of credit, the success of the operation is undeniable. Nevertheless, the women in the districts that benefit from this program have continued to face serious social

problems for which credit and the improvement of revenues cannot bring about an immediate solution: precarious health, irregular land ownership, inadequate child education, youth unemployment, an unhealthy environment, etc.

In consideration of this situation, the Dakar women's association and group network proposed to restructure and adapt its savings and credit activities to the realities of this context. The network has been reorganized to act on the factors that condition the life of women and their families. This decision, made by the women, comes at a time when Senegal government authorities have adopted a policy of regionalization to promote the population's participation in the management of its districts.

The magnitude of tasks faced by women has led them to request cooperation from other social groups (men, youth, children, the elderly, etc.). Only real cooperation among the different social groups can lead to significant and long-lasting change.

Each district (or group of districts at the level of an "arrondissement" [borough]) has prepared its own local development plan, whose implementation is ensured by a "comité de développement local (CDL)" (local development committee) in cooperation with municipal authorities and other institutional actors. The CDL has also become a forum for the collaboration of various developers involved in the local plan and a forum for the coordination of development activities at the district level.

Today, 40 Dakar and Thiés districts are involved in this reorientation process. In time, their involvement will mobilize local resources in these districts and enable them to fight social problems or other situations deemed unsatisfactory by the population. Thus, self-managed mechanisms were implemented in order to respond to different population concerns, through a network of savings and loans banks and their booths (which have become real financing institutions at the district level). These activities impact various sectors, for example:

- Environmental management: trash is collected by private carriers, who are paid with revenues issued from household contributions to the district bank .
- Health: district insurance plans have already been established in Thiés and are being developed in Dakar. Family contributions are regularly deposited in an open account at the district bank. Thiés's mutual health network has 14 operational structures and mobilizes 3 million CFAF each month from contributions from 6,000 members and 30,000 insured.
- Drinking water: CDL implemented a resource mobilization program and has a drinking water account to develop public drinking fountains in districts where access to drinking water is most difficult. The program is being carried out in cooperation with community technical services and water services.
- Education and training: the bank has organized savings campaigns for school supplies through its savings booths. Supplies are purchased in bulk before schools open and distributed to contributing families.

- District security: the CDL has established an oversight committee, made up of district youths, paid from monthly contributions from families to the district bank. This committee works closely with the district police commissioner's office.
- Housing: to contribute to property security for poor families, as well as to facilitate access to housing, women have organized a savings campaign for housing at the district banks; they have collected over 100 million CFAF. One hundred women have been able to acquire a serviced site each in the planned suburban area of Dakar.

All these popular initiatives come about as a result of the savings and loans banks and are strongly articulated around them. Through the wishes of the population, these banks have become more than simple financing tools for economic activity. They represent a forum for urban social management.

Field: Resource Mobilization
Title: Resource Mobilization for Community Development Under the Local Governance Model developed by SAFEFOD: Implementation of a Rural Bank
Place: Senegal

Since 1993, the “Société Africaine d'éducation et de formation pour le développement (SAFEFOD)” (African Society for Development Education and Training) has been involved in implementing an original management approach for local governance. It was to take place through a comprehensive model that considered constraints and realities on the one hand and the expectations of the people and grassroots communities on the other. Based on a diagnosis of local communities, SAFEFOD prepared its management model for local governance according to the following three elements:

- Training
- Dynamic exchange (as a means of communication among different actors: the State, local communities, and grassroots communities)
- Development support.

The experience in supporting development has given rise to a resource mobilization strategy for local development through the establishment of a network of “caisses rurales d'épargne et de crédits (CAREC)” (rural savings and loans banks) intended to become actual development banks for rural communities.

A particular aspect of CAREC was its implementation at the level of each rural community, where it acts as a development bank. The bank, which was established through a popular, democratic, and participatory process, belongs to the entire community. Set up by the community and managed by parties designated as “members-owners-stockholders”, CAREC, in terms of an institution, however, belongs to the rural community that oversees it. This particular aspect comes from the position of the bank in the local governance model.

The establishment of CAREC:

The process began through an active sensitization campaign in the entire population of the “communauté rurale (CR)” (rural community) under the auspices of SAFEFOD and the sitting rural council. This was followed by a general assembly of the population at the main headquarters of the CR, through discussion of the challenges for the rural bank and conditions for its establishment.

The principle of establishing CAREC was brought up at this meeting. A provisional organization committee was set up with about 30 members for the following tasks: sensitization, dissemination of text according to the social and economic conditions intelligible to the CR, and preparation of credit policies. These initial tasks were established an organization adapted to the realities of the setting.

After that period an “assemblée générale constitutive (AGC)” (constitutional general assembly) by CAREC was called at CR headquarters to adopt statutes and bylaws, as well as to elect the administrative council and different committees. SAFEFOD and the CR would jointly supervise the institution, until SAFEFOD would remove itself permanently. They would also analyze the future of the bank and its final status in accordance with current laws and the administrative and rural councils.

CAREC activities:

Savings are collected from the establishment: every member makes a minimum deposit, and credit is only granted to members. Conditions are set by the general assembly and implemented by the credit and management committee in the banks. Initially, limits were set to secure and democratize the operation. The CAREC network has benefited from two funds, in addition to its members' savings:

- a fund derived from development support operations, in the context of a pilot program on SAFEFOD internal finances and under the subsidy of the “Fondation rurale de l’Afrique de l’Ouest (FRAO)” (Western Africa Rural Foundation), obtained in 1996.
- subsidy funds from the African Development Foundation (ADF) from the U.S. Congress, which granted SAFEFOD 80 million CFAF for launching four CAREC, reflecting a total of 20 million CFAF per bank.

Balance and forecast:

The quickness with which the project was launched in the four rural communities suggests a rapid development of the operation. Membership has grown quickly, with payment of quotas in spite of a relatively high required minimum. It remains to be seen how credit operations will develop.

In the short term, SAFEFOD is preparing a request for financing the 7 rural communities that are not yet covered like the 11 currently part of the “Programme d’appui à la gouvernance locale” (Support Program for Local Governance).

Design of the Case Studies Section of the Regional Dialogue on Democratic Decentralization Web Site

Municipal Development and Management Project: Phase II ARDNET Case Studies

The project team redesigned the regional dialogue Web site to better display the case studies on the home page. One of the navigational buttons at the bottom of the home page was changed from the little-used “Archives” to “Études de Cas.” The home page button leads readers to a page where they can browse the existing case studies or contribute case studies of their own. Also on this page is a link to instructions and background information for potential case study authors.

If the reader chooses to browse, the case studies are divided up by subject, and the reader is given the number of case studies available in each subject. Readers can then review a list of subjects and choose the studies they want to read. The listing of case studies offers the title and a summary of each study. The title is a hot link to the full text of the case study.

To share a case study, the Web user has two choices. One is to choose “en ligne,” which provides the author with an electronic form to fill out and then send to the Web site. The other option is to use the case study format provided in Microsoft Word and then to send the case study using the “téléchargez votre étude de cas achevée” button.

Below you can see links to sample webpages from the Regional Dialogue website.

<http://www.rti.org/leland/region/home.cfm>
http://www.rti.org/leland/region/etudes_instruc.cfm
http://www.rti.org/leland/region/etudes_main.cfm
http://www.rti.org/leland/region/etudes_domaine.cfm
http://www.rti.org/leland/region/etudes_sommaire.cfm?DomaineID=1
http://www.rti.org/leland/region/etudes_sommaire.cfm?DomaineID=5
http://www.rti.org/leland/region/etudes_sommaire.cfm?DomaineID=6
http://www.rti.org/leland/region/etudes_partager.cfm
http://www.rti.org/leland/region/etudes_form.cfm?DomaineID=1
http://www.rti.org/leland/region/etudes_telecharger.cfm